DELAWARE STATE UNIVERSITY
DOVER, DELAWARE

Minutes of the meeting of the Board of Trustees of
Delaware State University, Thursday, September 18, 2014

The Board of Trustees of Delaware State University held its regular quarterly meeting on Thursday, September 18, 2014, in the Drs. James C. Hardcastle & Cora Norwood Selby Board Room of the Administration Building on the campus. Dr. Claibourne D. Smith, chairman of the Board of Trustees, called the meeting to order at 1:43 p.m.

<table>
<thead>
<tr>
<th>MEMBERS PRESENT</th>
<th>OTHER ATTENDEES</th>
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<tbody>
<tr>
<td>Dr. Claibourne D. Smith, chairman</td>
<td>Dr. Harry L. Williams, president</td>
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<td>Delaware State University</td>
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<tr>
<td>Mr. David G. Turner, vice chairman</td>
<td>Dr. Alton Thompson, provost and vice president for Academic Affairs</td>
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<td>Dr. A. Richard Barros (Trustee Emeritus)</td>
<td>Ms. Carolyn Curry, vice president for Institutional Advancement/chief of staff</td>
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<td>Mr. Robert E. Buccini</td>
<td>Dr. Teresa Hardee, vice president for Finance</td>
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<td>The Honorable Michael N. Castle</td>
<td>Dr. Noureddine Melikechi, vice president for Research, dean</td>
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<tr>
<td>Mr. José F. Echeverri</td>
<td>Dr. Bradley Skelcher, associate provost</td>
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<tr>
<td>Mr. Barry M. Granger- via telephone</td>
<td>Thomas Preston, Esq., general counsel</td>
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<td>Ms. Lois M. Hobbs</td>
<td>Ms. Candace Young, athletic director</td>
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<tr>
<td>Charles S. McDowell, Esq.</td>
<td>Ms. Michelle Shorter, associate vice president for Risk Management</td>
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<td>Mr. Wesley E. Perkins</td>
<td>Mr. Carlos Holmes, director of News Services</td>
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<td>Mr. Bennie L. Smith</td>
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<td>Mr. Jim Stewart</td>
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<td>Leroy A. Tice, Esq.</td>
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<td>Mr. Mark A. Turner</td>
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<td>Dr. Devona E. Williams</td>
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Chairman Smith welcomed the Board and indicated that the first order of business was to approve the minutes of June 12, 2014 quarterly meeting of the Board of Trustees.

Chairman Smith asked for and received a motion that was seconded to approve the minutes of the June 12, 2014 quarterly meeting of the Board of Trustees.

The motion passed unanimously.
Executive Session

Chairman Smith stated that there were items of a legal nature pursuant to FOIA 29 Del C. Section 10004(b) that required the Board to convene in Executive Session.

Chairman Smith asked for and received a motion that was seconded to convene in Executive Session to discuss confidential personnel and legal matters.

The motion passed unanimously.

Chairman Smith convened the Executive Session at 1:45 p.m.

Succession planning, Fall Board Retreat, early warning signals were discussed in addition to current legal cases.

Chairman Smith asked for and received a motion that was seconded to reconvene the regular session of the Board of Trustees meeting.

The motion passed unanimously.

The meeting reconvened at 2:15 p.m.

Chairman Smith called for the following committee reports.

EXECUTIVE COMMITTEE (Dr. Claibourne Smith, chair)

Chairman Smith provided a summary of the September 9 regular meeting of the Executive Committee. Details of the meeting follow:

- The Board of Trustees Executive Committee and the Board of Directors of the Early College High School (ECHS) met at this meeting. The meeting provided the Executive Committee an opportunity to receive an update on the ECHS school opening as well as the current operation. The ECHS Board of Directors identified transportation and the charter management organization as the biggest operational challenges. Overall, the school opening was a success. Joint periodic meetings were proposed for the two Boards in order to maintain dialogue regarding the ongoing progress and potential challenges of the ECHS operation.

- Dr. Kim Sudler provided an explanation of the U.S. News & World Report’s annual rankings of Historically Black Colleges and Universities (HBCUs). Although dropping a few positions from its ranking last year, DSU remains among the top HBCUs at 13th place, tying with Dillard University in New Orleans. These rankings were based most heavily on retention and graduation rates. The weight for this area was increased from 25% to 27.5%. The other categories and weight given included: peer assessment (25%), faculty resources (20%), student selectivity (12.5%), financial resources (10%), and alumni giving
Dr. Alton Thompson and Dr. Teresa Hardee provided an update on graduation and retention rates and the efforts being made to increase both rates. Both retention and graduation were analyzed year by year, by residency and by college. The current first-year retention and four-year graduation rates are, respectively, 68% and 25%.

A survey was sent to non-returning students to discover reasons why these students did not return. A few examples of questions asked were:

- What was the primary reason for not returning to DSU in the Fall 2014 semester?
- When did you decide to transfer to another institution?
- What were three factors that impacted your decision not to return to DSU?

Preliminary numbers for fall enrollment seem good.

The Fall Board Retreat is scheduled December 5-6, 2014.

Chairman Smith asked for and received a motion that was seconded to accept the report of the Executive Committee.

The motion passed unanimously.

STUDENT AFFAIRS COMMITTEE (Mr. Wesley Perkins, chair)

Mr. Perkins discussed the key strategic actions of Student Affairs covering the period June through August 2014 with the primary focus being on Goal #2, Student Success. Mr. Perkins discussed several strategic actions. A sampling of the actions discussed follows:

Objective 2.1 Increase retention and graduation rates by at least 2% for the next five (5) years
- DSU has implemented a number of University-wide strategies (scholarship leveraging, college advisement centers, academic enrichment support, and faculty engagement). The current 2013-2014 retention and graduation rates are respectively 68.4% and 25.2%. Both percentage increases are more than 2% from the previous academic year.

Objective 2.2 Use enrollment management best practices to increase overall enrollment to 5000 students.
- Hosted four freshmen, two transfer, and one make-up New Student Orientations during the summer to register new students for classes.
• Hosted campus tours for prospective students and large student groups including Delaware Teen Summit.
• As of August 19, 2014, 953 incoming freshmen and 301 transfer students have registered. The average SAT score increased from 902 to 906 while the GPA increased from 3.01 to 3.06.

Objective 2.3 Expand and expand quality programs, services, and activities to enrich the student experience.
• The Wellness and Recreation Center held its Back to School Student Staff Leadership training. The focus was on the areas of risk management, diversity, emergency protocol and procedures, communication and team building.
• Developed the Spiritual Life 2014-2015 events schedule. The schedule includes all gospel services, interfaith activities and programming focused on empowering students to have an environment rooted in faith and one that complements DSU’s core values.
• The Office of Career Services had five students participate in several exciting internships over the summer including opportunities at NASA, Sony, Firefly, Universal Music Group and The Washington Center.
• The Department of Conference and Events provided services to New Student Orientation sessions, Welcome Days, I Love DSU Week, SMILE Orientation, and JumpStart Orientation.
• The Department of Housing and Residential Education, along with the Division of Finance, secured new furniture for all 144 University Courtyard apartments.
• Dining Services created new meal plans for on-campus and off-campus student population. Additional flex dollars were offered with the existing meal plans.
• The Department of Student Health Services will sponsor a health promotion event, Kick-Off-to-Wellness, to introduce new students to campus health and wellness services.
• DSU Counseling Services collaborated with other campus units to provide 11 personal development workshops for Summer Bridge students and three workshops for parents during New Student Orientations.
• The Office of Student Leadership and Activities facilitated the 2014 Welcome Days Program where new and transfer students participated in activities focused on the University five core values- outreach, community, scholarship, diversity and integrity.

There were no action items for Board approval.

Chairman Smith asked for and received a motion that was seconded to accept the report from the Student Affairs Committee.

The motion passed unanimously.
EDUCATIONAL POLICY COMMITTEE (Dr. Devona Williams, chair)

Dr. Devona Williams provided the following highlights of the Educational Policy Committee report:

Educational Policy Committee (EPC) Priorities

The Educational Policy Committee has identified five goals for 2014-15:

1. Student Success (Retention, Graduation and Job Placement)
2. Program Prioritization Initiative
3. DSU @ Wilmington launch and implementation
4. Early College High School @ Delaware State University sustainability
5. International Programs/Partnerships and strengthen financial contribution

Dr. D. Williams discussed the impact of each goal and some of the action strategies being implemented.

Executive Dashboard

Dr. Alton Thompson, provost and vice president for Academic Affairs, explained how the Executive Dashboard is being utilized to track the progress towards meeting the six University goals and the attendant Key Performance Indicators (KPIs).

For example, Goal 1 Intellectual Climate and Culture (Create an exceptional learning environment that promotes challenging, high quality curricular and co-curricular programs, engaged student learning, and local and global citizenship.)

KPI#1: Undergraduate Student Participation Rate in Research, Study Abroad, Service Learning, Experiential Learning and Leadership Programs. Each college’s participation level is reported for 2013-14 as well as the aggregate. The 2013-14 aggregate was 34% and the goal was 23%. Progress is depicted by an upward green arrow; lack of progress is depicted by a downward red arrow, and yellow indicated that the goal was nearly met (caution we need to revisit our key action strategies). In this case, the arrow is green and upward indicating that the goal was met. The 2014-15 goal for his KPI is 33%. If the colleges continue to exceed the goal in the coming year the progress will continue depicted by the green upward arrow. Dr. Thompson explained that the dashboard provides an easy way to quickly absorb the data. He also stated that the deans will be more involved in the development of strategies for meeting their KPIs going forward. Attention will be given to those areas with red arrows as well as yellow and continued enhancement of green areas.
Most Significant Accomplishments by College

Dr. D. Williams explained that the new streamlined way of reporting the activities of the colleges is in draft form. Each college provided five of its most significant accomplishments for Academic Year 2013-2014. She asked Dr. Thompson to provide the highlights.

College of Agriculture and Related Sciences (CARS)

- The research efforts of Dr. Christopher Heckscher resulted in the discovery of a new firefly species from the peatland flood plain forest of the Delmarva Peninsula. The new discovery is of particular significance for entomologists researching the importance of insect life to Delmarva’s agriculture.
- The CARS expanded its outreach and extension activities by launching its Wilmington office at DSU’s Kirkwood Highway site. Three Extension professionals are now housed at the northern Delaware campus; each is equipped to address the needs of Delawareans in New Castle County.
- Researchers, Extension specialists, teachers and administrators from CARS were able to acquire more than $10 million in competitive grant funds for the college.

College of Arts, Humanities and Social Sciences (CAHSS)

- Dr. Susmita Roye, associate professor of English, and Dr. Ladji Sacko, associate professor of English and Foreign Languages, were awarded a National Endowment for the Humanities grant (to complete a book manuscript on pioneering women writers in British India.)
- The Art and Sociology/Criminal Justice Departments partnered to take nine students on an international trip to Greece during 2014 spring break. Plans are underway for a trip to France and Spain in the spring of 2015.

College of Health and Public Policy (CEHPP)

- All programs are accredited. The accreditation for the graduate programs in Education was affirmed by Council for the Accreditation of Educator Preparation (CAEP) and the National Council for Accreditation of Teacher Education (NCATE). Both programs in Educational Leadership received national recognition.
- The Interim Report to the Delaware Board of Nursing was accepted and approved, June 13, 2014 and the February Follow-Up Report to the Accreditation Commission for Education in Nursing (ACEN) was accepted and approved at their August 2014 Commission meeting.
College of Business (COB)

- The COB developed a joint 3+1 program in Sport Management with Sanming University in China and enrolled over 70 students.
- Dr. Michael Casson developed and maintained the Economic Development and Leadership Institute, the Small Business Website Initiative, the Academic-Industry Manufacturing Alliance, the African American inclusion study for the City of Dover and the Food Innovation District Steering Committee for Kent County.

College of Mathematics, Natural Sciences and Technology (CMNST)

- Dr. Cheng-Yu Lai, associate professor, Department of Chemistry, and a member of the Center for Energy and Environmental Research and Education, was awarded a 3-year grant from the National Science Foundation through the Office of Sponsored Programs in the amount of $324,182. The funds will be used to enhance the undergraduate chemistry program by creating seminal knowledge related to chemistry taught in the context of green chemistry environmental stewardship, climate change, and food security.
- OSCAR researchers: Drs. Mukti Rana, Hacene Boukari, Wafa Amir, in collaboration with Drs. Theresa Szabo-Maas (Biology), and Dula Man (Chemistry) were awarded a three-year, $501,100 Major Research Instrumentation Grant from the National Science Foundation. This grant will be used to purchase and install a Scanning Electron Microscope (SEM) in the new OSCAR building.

Dr. D. Williams thanked Dr. Thompson for reporting the colleges’ significant accomplishments and then shifted to the action items for Board approval. The items requiring Board action follow:

Action Items

- Resolution of the DSU Board of Trustees – Assignment of Delegated Authority to the President (see full resolution below)
  o Dr. D. Williams provided a synopsis of the resolution. Delaware State University has formed the Early College High School. The ECHS was formed as a membership corporation under the laws of the State of Delaware having a single member which is DSU. The sole member of the ECHS has various duties and responsibilities under the ECHS Bylaws. The DSU Board of Trustees has determined that those sole member duties and responsibilities can be most effectively carried out
by delegating the authority of the DSU Board to the President of DSU to act for the Board of Trustees regarding the ECHS.

RESOLUTION

OF THE DELAWARE STATE UNIVERSITY

BOARD OF TRUSTEES

ASSIGNMENT OF DELEGATED AUTHORITY TO THE PRESIDENT

WHEREAS, Delaware State University ("DSU") has formed the Early College High School at DSU ("ECHS"); and

WHEREAS, the ECHS was formed as a membership corporation under the laws of the State of Delaware, with such corporation having a single member which is DSU; and

WHEREAS, the sole member of the ECHS has various duties and responsibilities under the ECHS Bylaws; and

WHEREAS, the DSU Board of Trustees has determined that those sole member duties and responsibilities can be most efficiently carried out by delegating the authority of the DSU Board to the President of DSU to act for the Board of Trustees regarding the ECHS

NOW, WHEREFORE, the DSU Board of Trustees resolves as follows:

1. The authority of the DSU Board of Trustees to act as the sole member of the ECHS is hereby delegated to the president of DSU, Dr. Harry Williams.

2. Dr. Williams is authorized and directed to carry out all duties and obligations of the sole member of the ECHS, and to report back to the DSU Board all such activities.
3. The DSU Board of Trustees reserves the right to review all such activities undertaken by the president acting as the sole member of the ECHS, and to ratify such activities.

4. The DSU Board of Trustees further reserves the right to retract this delegation of authority if it determines such action is in the interest of DSU.

IT IS SO RESOLVED THIS __________ DAY OF ____________,
2014.

______________________________
Eleanor Wilson, Secretary to the Board

Dr. D. Williams asked for and received a motion that was seconded to approve the resolution of the DSU Board of Trustees assignment of delegated authority to the DSU President to act for the DSU Board regarding the Early College High School (ECHS).

The motion passed unanimously.

- Request for Permission to Implement a New Degree Program – Bachelor of Arts, New Media in Arts
  - Dr. Alton Thompson explained the significance of having the new program and how it would affect mass communication majors. Students will have the ability to combine traditional mediums such as drawing, design, sculpture, painting and photography (still and motion) to create various forms of new media artwork. At the end of the program, students will have the ability to create performance, exhibitions, client-driven applications, and public space projects. Current faculty members will be used to instruct any new course offerings. If it becomes necessary adjuncts would be considered before any new hires. The new program can start immediately. It was also noted that the Mass Communication Department is moving toward obtaining accreditation.
Dr. D. Williams asked for and received a motion that was seconded to approve the Bachelor of Arts in New Media Arts.

The motion passed unanimously.

- Graduate Curriculum Revision – Biological Sciences
  - Dr. Alton Thompson stated that the request is to make inactive the Master of Science (MS) in Biology-Education and replace it with a concentration in the Master of Arts (MA) since this degree does not require a laboratory-based thesis and is targeted to certified teachers. The MS degree was 38 credit hours which exceeded competitive hours for a Master’s degree (usually 30). The change aligns with other DSU MA concentration areas and makes it more attractive for current teachers who want increased coursework in biology or teaching pedagogy. If a teacher wants to spend summers doing laboratory research, the MS in Biology is still available. The proposed Biology-Education change was discussed with the Department of Education to align with new accreditation requirements, but because this is for teachers already certified it is acceptable.

Dr. D. Williams asked for and received a motion that was seconded to remove the Master of Science in Biology Education as a graduate degree program and make it a concentration in Master of Arts in Biological Sciences.

The motion passed unanimously.

Chairman Smith asked for and received a motion that was seconded to accept the report from the Educational Policy Committee.

The motion passed unanimously.

THE DEVELOPMENT AND INVESTMENT COMMITTEE (Mr. James Stewart, chair)

Mr. Jim Stewart summarized the activities of the Development and Investment Committee as follows:

INVESTMENT

- Total endowment balance is $25.6 million as of August 31, 2014
- Up 4.88% year to date and 13.08% since the new investment manager, Goldman Sachs, began in July 2013
- All investment positions are in line with approved Delaware State investment policy
DEVELOPMENT

Since January 1, 2011, the Greater Than One: Campaign for Students has generated over $10,589,579 (as of September 12, 2014) representing over half of the $20 million campaign goal with over 4,004 donors:

- 1,411 alums
- 2,139 individual
- 252 corporations/foundations
- 202 organizations

Summary Highlights for FY 2014 Final (ended June 30, 2014)

Fiscal Year 2014 continued to demonstrate growth in and stability of private fundraising for DSU. The total funds raised for FY 2014 generated $3,651,658 with 2,135 donors the highest revenue and number of donors in the history of private giving at DSU.

<table>
<thead>
<tr>
<th>Fiscal Year Giving</th>
<th>FY 2011</th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
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</thead>
<tbody>
<tr>
<td>Annual</td>
<td>$1,906,595</td>
<td>$1,727,844</td>
<td>$1,402,334</td>
<td>$1,492,408</td>
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<tr>
<td>Campaign</td>
<td>$675,000</td>
<td>$1,100,000</td>
<td>$1,093,397</td>
<td>$2,159,250</td>
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<tr>
<td>Total</td>
<td>$2,581,595</td>
<td>$2,827,844</td>
<td>$2,495,731</td>
<td>$3,651,658</td>
</tr>
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Total fiscal year giving percentage over the past three years

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<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
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<tbody>
<tr>
<td>10% Increase</td>
<td>-12% decrease</td>
<td>46% increase</td>
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DSU realized a 46% increase in private giving over the previous fiscal year.

Total donors over the past three years

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<thead>
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<th>FY 2011</th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
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<tbody>
<tr>
<td># of Donors</td>
<td>1,009</td>
<td>1,314</td>
<td>1,822</td>
<td>2,137</td>
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<tr>
<td>Percentage increase by year</td>
<td>30%</td>
<td>39%</td>
<td>17%</td>
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Over the past three years, the number of donors continues to increase each year.
- In FY 2012 the number of donors increased by 30% compared to FY 2011.
- In FY 2013 the number of donors increased by 39% compared to FY 2012.
- In FY 2014 the number of donors increased by 17% compared to FY 2013.

Record: FY 14 - 2,135 donors were obtained

Alumni Participation Rate: Ended the fiscal year with 868 alumni donors and for the first time in DSU history the alumni participation rate reached 8%.

- Exceeded the individual donor goal by 13%.
- Exceeded FY 2014 Corporations and Foundations dollar amount goal by 5%.
- Surpassed FY 2014 Organizations dollar amount goal by 56% and donor goal by 7%.
- Fiscal Year 2014 overall donor goal for the year was achieved and the number of donors increased by 17% compared to Fiscal Year 2013.
- There were 39 new gift and endowed accounts created for FY 2014. (Summary below)

<table>
<thead>
<tr>
<th>New Account Types</th>
<th>Total</th>
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<tbody>
<tr>
<td>Department Accounts</td>
<td>2</td>
</tr>
<tr>
<td>Endowments</td>
<td>7 active &amp; 4 pending</td>
</tr>
<tr>
<td>Gift Accounts</td>
<td>2</td>
</tr>
<tr>
<td>Grants</td>
<td>13</td>
</tr>
<tr>
<td>Scholarship Accounts</td>
<td>11</td>
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</table>

There were no actions for Board approval.

Chairman Smith asked for and received a motion that was seconded to accept the report of the Development and Investment Committee.

The motion passed unanimously.

**FINANCE AND FACILITIES COMMITTEE (Mr. David Turner, chair)**

Mr. David Turner stated that the Finance and Facilities Committee met earlier in the day and covered a number of items. He stated that the Finance and Facilities Committee have aligned its goals to be consistent with those of the Educational Policy Committee to ensure that Finance and Facilities Committee priorities are driving the academic priorities of the University. The Finance and Facilities Committee is becoming data-driven. Data is being used to drive decisions and to improve outcomes.

**Action Items:**

Mr. Turner presented two action items for consideration. The first of which was to install an Enterprise Content Management (ECM) system. This technology system allows an organization to control its information such as documents, emails, forms, invoices, contracts, etc. and to process these documents through an electronic format.
This will eventually lead to a paperless environment, in which documents are searchable, retrievable, and can be archived. In doing so, the University can limit exposure on documents that are no longer needed. The Finance and Facilities Committee received bids from seven suppliers, six of which went through the bid process. After presentations from three firms, the University selected ImageNow ECM – A Perceptive Software solution, which is the best known ECM used in higher education. The contract is for $230,000 with a one-time fee of $212,000 and an annual maintenance fee of $18,000.

Mr. David Turner asked for and received a motion that was seconded to accept the recommendation of the Finance and Facilities Committee to approve the Perceptive Software USA, Inc. contract for $230,000 with a one-time fee of $212,000 and an annual maintenance fee of $18,000.

The motion passed unanimously.

Mr. Turner presented the second action item that required approval. He stated that the Finance and Facilities Committee discussed the selection of an underwriter for the University 2014 bond issuance. The bond covers the refinancing of the Courtyard, the purchase of the Living and Learning Commons (Sheraton) and funding of the Optics Building. Of the six proposals submitted, two met the criteria of underwriting fee, financing recommendations and analysis, experience and qualifications, marketing, and project timelines. Wells Fargo was rated higher than the World Bank of Canada. Mr. Turner noted that the Finance and Facilities Committee approved this selection and would like to come back to the Board for that contract approval at a later date. He stated that the item today is being presented as information and to show due diligence by bringing it to the Board’s attention.

Mr. David Turner asked for and received a motion that was seconded to accept the recommendation of the Finance and Facilities Committee to approve Wells Fargo as the underwriter for the 2014 Bond Issuance.

The motion passed unanimously.

Summer Projects

Mr. Turner stated that the Facilities team worked on a number of projects, over the summer, to beautify and make the safe the various University sites. He indicated that in the Board portal were a number of pictures that evidenced both the beautification as well as the safety aspects. Some examples were: signage and furnishings at DSU @ Wilmington, new washers and dryers in the residence halls, and building renovations across the campus.

Early College High School (ECHS) Budget

Mr. Turner said the ECHS budget was a discussion topic at the Committee meeting. He noted that the ECHS met its budget, enrollment and fundraising goals. He noted that the team deserved kudos for a lot of hard work. The team met the school opening deadline, the enrollment targets as well as the funding goals of $350,000 for the year and has begun recruiting for the upcoming year. Mr. Turner encouraged any Board
members who may not have had the opportunity to visit the school to do so in the near future. He cited the incredible space and positive energy as reasons to visit the school. He also provided an illustration of how a Delaware student could enter the ECHS and attend free, graduate high school with two years college credit, receive an Inspire Scholarship and attend last two years at DSU for free.

**Cash Balances**

Cash balances are in good shape; as of August 31, 2014 the total was $7,332,309. As of September 16, 2014 the balance was $17,398,320. It is about where the University would expect to be at this time.

**Enrollment**

In terms of enrollment, 4,541 students were registered as of September 12, 2014. Last year, at the same time, the count was at 4,505. This year’s count is slightly above last year’s. The enrollment appears to be on target. The final numbers (census count) will be available the first week in October.

**FY2014-15 Budget**

The numbers for the Fall semester are not finalized. Based on the number of students enrolled, the University is in good shape. The current operating budget is $106,089,265. Thirty-nine percent (39%) of the operating budget is from tuition, another 32% from state appropriation and the remainder from other sources (housing, dining, etc.). The University has created two budgets: one is an operating budget to run the University’s day-to-day operation which represents 80% of the budget and the second is 20% of last year’s expenditures that have been put in a Strategic Investment fund (SIF). These funds will be invested in initiatives that have high ROIs and that drive the goals of the Strategic Plan: PRIDE 2020 in areas such as retention and graduation acceleration.

**Fund Balance**

The Committee reviewed the unrestricted fund balance for the last five years. The goal over the next five years is to build the fund balance to a level that will ensure the University remains in a stable financial position.

**International Programs**

Mr. Turner said the Committee spent a time discussing the International programs. A great deal of discussion centered on the positive aspects of having such programs. Currently, a number of international students are on the DSU campus. The University would also like to see more of its students traveling and attending programs in other countries, gaining exposure to the country and culture. Each international program will be assessed from a financial and operational perspective. The intent is to ensure that the right structure exists consistent with project targets for each program. This effort will continue and be reported to the Board. The Finance and Facilities Committee will be working with the EPC Committee on this effort. The goal is to make sure DSU has an international program designed to succeed going forward.

Chairman Smith asked for and received a motion that was seconded to accept the report from the Finance and Facilities Committee.
The motion passed unanimously.

AUDIT COMMITTEE (Mr. José Echeverri, chair)

Mr. Echeverri provided the following highlights:

Risk Management Report

Mr. Echeverri reintroduced Ms. Michelle Shorter, associate vice president for Risk Management, and noted that Ms. Shorter has begun work on a number of critical items and has already made great strides in accomplishing these tasks. He stated that Ms. Shorter presented a Risk Management report at the September 9 2014 BOT Executive Committee. She provided updates on risk issues for YTD 2014. Some key items of discussion were the proactive measures put in place as follows:

- In response to a recent incident involving hidden cameras, ERM ensured training was provided to several University staff members and ERM will continue to bring awareness to this topic by additional training sessions and inclusion of the topic in the Risky Business Week.
- Risk awareness has been incorporated within the New Hire Orientation program, and
- Policies and procedures will continue to be assessed regarding minors on campus.

FY14 Financial Audit

A new internal auditing firm, S&B Company, was selected and has made significant progress with the audit. The firm is on target to meet the September 30 deadline.

Information Technology (IT) – Risk Management

IT provided training to all new students for the Fall 2014 semester. This helped students to reset their passwords instead of contacting the Helpdesk. This limits the traffic and expenses that may be related to excessive calls to the Helpdesk. It also provides the students more control. IT is an area that will continue to be on the ERM agenda given the numerous hacking incidents and data comprises occurring across the nation and at many higher education institutions.

Policy Updates

As the University continues to consider its policies and procedures, the ERM staff is working on the updating and approval of several policies. These include: travel, purchasing, purchasing card, cell phone, and bank accounts using the DSU name.

Risky Business Week

Mr. Echeverri noted that last year marked the beginning of a program that will continue this year. Risky Business Week will take place on campus November 3-7, 2014. ERM managers all over the country will participate in this program at their respective institutions. This week focuses on all the areas of business that have risk potential such as student transportation, sports, University reputational issues and information. This week brings risk management from the top down to the bottom up.
Each staff member, faculty member and student will be able to see how he/she can minimize risk to the University.

Chairman Smith asked for and received a motion that was seconded to accept the report of the Audit Committee.

The motion passed unanimously.

THE PRESIDENT’S REPORT (Dr. Harry Williams, president)

President Williams began his presentation by commenting on an article from *The Chronicle of Higher Education*. The article, The Innovative University: What College Presidents Think About Change in Higher Education, noted: “College and university presidents are understandably optimistic group, confident that the institutions of higher education they preside over are either the world’s best or among the best. These presidents recognize that higher education is under the stress of economic, demographic and technological forces that will reshape campuses substantially in the coming years. The presidents not only welcome that future, but advocate disruptive change rather than simply evolutionary change to bring it about.”

President Williams indicated that DSU is prepared for the challenges that face higher education. He noted that the information presented would highlight the focus of his presentation, *DSU, The Transformational HBCU: Our Time Is Now*. President Williams stated that DSU is embracing disruptive change and that is how one knows that intentional change is occurring. One of the changes at DSU is the creation of the strategic fund in which 20% of the budget is being held to advance those initiatives that will assist in accomplishing University strategic goals. This is new for DSU, but necessary to aggressively move the University forward.

The President noted that DSU is seen as one of the HBCUs pursing transformative change. DSU was selected by the Bill and Melinda Gates Foundation as one of nine (9) HBCUs to participate in a pilot program focused on institutional transformation. The Gates Foundation’s focus is on developing blueprints for institutional transformation that drive increased outcomes and success for 21st century students. The DSU was awarded a $75,000 planning grant to develop its model program. DSU will be meeting with Foundation leaders in Washington, DC to discuss its model. Dr. Noureddine Melikechi and Ms. Carolyn Curry will be leading this effort. Representatives from the Bill and Melinda Gates Foundation will also be visiting the campus to see firsthand the DSU operation. This will be a first for the Foundation to bring a team to the college setting. President Williams indicated that it is exciting to have this Gates relationship and believes that DSU arrived at this place because the University has a clear understanding of its direction.

President Williams outlined six Touch Points that contribute to DSU’s success:

1. Embrace the legacy
2. Have a clear mission, vision and strategic path
3. Drive data
4. Develop new revenue models  
5. Diversify student body, and  
6. Capitalize on strengths

President Williams stated that during his meeting with the faculty he highlighted some of the year’s noteworthy achievements in particular the legacy aspect of DSU. As a land grant institution, it’s important for the students and the community to understand why DSU was created. He quoted President William C. Jones (DSU’s 2nd President), from the President’s Report, 1901-02, The State College for Colored Students. “Ten years is not a long period but it has produced such a change of sentiment that what was then regarded as a doubtful experiment is now generally commended and approved. The soil has been changed from barrenness to fertility; the buildings transformed from ruin and decay to comfortable and attractive habitations for man and beast; the desolate and almost deserted farm converted into a hive of industry. Sunlight beams where shadows then abounded and hope illumines the future.”

President Williams spoke about the importance of each member of the DSU community particularly the students having a clear understanding of the University Strategic Plan. He stated that he emphasized this importance to student leaders in a recent student meeting. To accomplish the strategic plan, the President indicated that the University is focused on the six goals listed below:

1. Intellectual Climate and Culture  
2. Student Success  
3. Research and Scholarship  
4. Service Beyond Self  
5. Sustainability  
6. Institutional and Operational Effectiveness

The President provided examples of how each goal is being realized. A few examples follow:

**Goal 1**  
**Intellectual Climate and Culture**
- **2014 Faculty Excellence Award recipients**
  - Dr. Jung Lim-Lee, assistant professor of Food and Nutritional Sciences, for Faculty Excellence in Research and Creative Activities.  
  - Dr. Dawn Lott, professor of Mathematics, Faculty Excellence in University and Community Service.  
  - Dr. Clytice Watson, associate professor of Biological Sciences, Faculty Excellence in Advising.  

- **28 international partnerships in eight countries**
  - Ghana, South Africa, Vietnam, China, Korea, France, India, (newest-Brazil and Turkey)

- **DSU @ Wilmington**
- The location is now open in Wilmington where online courses and distance learning will take place creating a new revenue source for the University.

Goal 2
Student Success
- A school-record 136 DSU student-athletes have been honored for their success in the classroom.
- The Hornet athletes are among 1,018 from the 13 MEAC schools named to the 2013-14 Commissioner’s All-Academic Team.
- DSU is tops among all MEAC schools in total Commissioner’s All-Academic honorees for the 7th time in the last 8 years.
- The Early College High School, the only such early college high school in Delaware, is now open. There are 132 students enrolled: 27 from New Castle, 78 from Kent County and 27 from Sussex County.

Goal 3
Research and Scholarship
- The Optical Science Center for Applied Research (OSCAR) Building is opening in May 2015. This will be the new home of DSU’s highly productive Optics Program, which since 2006 has been the recipient of $23 million in research grants and produced the University’s first two intellectual properties.
- Dr. Noureddine Melikechi, vice president for Research, Innovation and Economic Development, has been named to serve on NASA’s MARS 2020 team. The team will be involved in the development of a sophisticated instrument – the SuperCam that will be used on the space agency’s planned Mar 2020 mission.

Goal 4
Service Beyond Self
- DSU students have logged over 20,000 hours in community service in the state of Delaware. Inspire Scholarship recipients must complete 10 hours of community per semester to retain the scholarship.

Goal 5
Sustainability
- DSU has been designated a Tree Campus USA. This designation goes to schools that have an implemented plan for tree care that is supported by school allocations, an established Campus Tree Advisory Committee, related education outreach as well as an annual observance of Arbor Day. DSU is the only school in Delaware with that title and the only HBCU to be recognized as such.
- DSU’s arboretum has attained national accreditation.
- DSU has been recognized by Better Building Challenge for financing energy upgrades.

Goal 6
Institutional and Operational Effectiveness
- Strategic Master Facilities Plan and Convocation Center Feasibility Study
The Strategic Master Facilities Plan will contribute to the University utilizing its resources more efficiently in the physical plant as well as the allocation of campus space and plans for expansion in a more purposeful manner. The legislature has expressed support of the Convocation Center Feasibility Study and the recommendation for the need of such a facility. There have been no funds attached to the support; however, the support is necessary for the University to move forward with this project.

- **Delaware State University and Kent County Delegation Work Together**
  DSU experienced a safety crisis related to its students walking from the Living and Learning Commons to campus on unpaved areas along Route 13 and sometimes on the highway. DSU requested the support of the Kent County legislators and State Senator Brian J. Bushweller (DSU is in his district) reached out to his colleagues and supported DSU’s request for sidewalks. Sidewalks were installed and DSU owes its gratitude for the support of the local delegation. President Williams extended a thank-you for their support and an ad was placed in the State News naming each of the legislators who donated.

- **Greater Than One: Campaign For Students**
  The goal is to raise $20 million for student scholarships and enrichment programs. As of September 4, 2014, $10.5 million has been raised and $9.5 remains to be raised.

- **Osher Reentry Scholarship Fund**
  DSU has been awarded a historic $1,050,000 grant from The Bernard Osher Foundation to establish DSU’s Osher Reentry Scholarship Endowment. This scholarship is the only such program in the state of Delaware benefiting nontraditional students. Nontraditional students are defined as over the age of 25 and either resuming their higher education after an interruption of five years or beginning the steps toward a degree later in life.

  At the conclusion of his report, President Williams, along with Mr. Redinand Marcos, a junior nursing major and recipient of the scholarship, participated in the check presentation from the Osher Foundation. Mr. Marcos expressed his appreciation for the scholarship and the opportunity it would provide.

  President Williams stated that the things discussed in his presentation have contributed to the success of the University in the past year and would continue to be focal points in the coming year.

**PUBLIC COMMENT**

Chairman Smith indicated that no one signed up for public comment.

**ANNOUNCEMENTS**

Chairman Smith announced the upcoming events, the President’s Prayer Breakfast and the President’s Scholarship Ball and encouraged Board participation in all the events/activities of the University.
He also announced that the Board Retreat was scheduled on December 5-6, 2014 and the next Board meeting would be held on Thursday, January 15, 2015.

Dr. Thompson announced that Distance Education and the Master of Public Administration (MPA) have both been fully approved.

Chairman Smith asked for and received a motion that was seconded to adjourn.

The meeting adjourned at 4:03 p.m.

Respectfully submitted,

Claiborne D. Smith, chairman

Eleanor Wilson, board secretary
DELaware State University
Dover, Delaware
Addendum of Motions and Actions Taken by
Board of Trustees on the Meeting of September 18, 2014

1. Approved the minutes of the June 12, 2014 quarterly meeting of the Board of Trustees.

2. Approved the motion to convene an Executive Session to discuss confidential personnel and legal matters.

3. Approved the motion to reconvene the regular session of the Board of Trustees meeting.

4. Accepted the report from the Executive Committee.

5. Accepted the report from the Student Affairs Committee.

6. Approved the resolution of the DSU Board of Trustees assignment of delegated authority to the DSU President to act for the DSU Board regarding the Early College High School (ECHS).

7. Approved the Bachelor of Arts degree in New Media Arts.

8. Approved the removal of the Master of Science in Biology Education as a graduate degree program and make it a concentration in Master of Arts in Biological Sciences.

9. Accepted the report from the Educational Policy Committee.

10. Accepted the report from the Development and Investment Committee.

11. Authorized Delaware State University to enter into a contract with Perceptive Software USA, Inc. to digitize its records: emails, forms, invoices and other documents for $230,000 with a one-time fee of $212,000 and an annual maintenance fee of $18,000.

12. Approved Wells Fargo as the underwriter for the 2014 Bond Issuance.

13. Accepted the report from the Finance and Facilities Committee.

14. Accepted the report from the Audit Committee.

15. Approved adjournment.